

18 APR 1961

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Organizational Structure of the Office of Security

REFERENCE : Memo EA-DD/S to DD/S 11 April 1961, same subject

1. This memorandum is for information and transmits referenced memorandum.

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2. I want first to commend [REDACTED] for the efficient manner in which he surveyed our office organizational structure. I have reviewed his memorandum report with great interest. As suggested by him, I am submitting for your consideration my comments on the few points with which I do not concur. Special conditions peculiar to the operations of the Office of Security make it inadvisable in my opinion to adopt some of the suggestions which are discussed in detail below.

SUGGESTION No. 1: "The Director of Security consolidate these various 'Secretariat' type functions in his immediate office."

a. I agree generally in principle with the concept of an "Executive Secretariat". I shall implement the idea with some modifications which I feel from experience will more adequately fulfill the requirements of this office as explained below.

b. The Policy Staff and the Inspection Staff will be abolished, to be replaced by a small group of Special Assistants, each with several primary and secondary responsibilities in order to provide depth for mutual assistance and replacements in the several duties as required. Their responsibilities will include some of the continuing but intermittent external requirements placed upon this office by other agencies and other components of the Agency such as the USIB Security Committee work (Ref. 5-d). SD-MICC participation, War Planning etc. The Special Assistants will report to the Deputy Director of Security on their permanent assignments and will be responsible to me on any ad hoc assignments given them by me.

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c. I find in the administration of an organization the size, complexity, and sensitivity of the Office of Security that I must have an Executive Officer to relieve me of the many executive and administrative matters which must be acted upon, directed or coordinated from the "front office" but which I can delegate to a senior officer in my immediate office. I am sure you realize the numerous and diverse executive matters to which I refer without listing them here. I shall transfer the responsibility for regulations from the former Inspection Staff to the Executive Officer (Ref. 5-a).

d. The matters of placing responsibilities for the "Registry" and "Cables and Dispatches" are not as simple as appear on the surface due to differences between operations in the Office of Security and those in other offices.

(1) In the matter of the "Registry" (Ref. 5-c), it is necessary to understand that the volume of intra-component communications of the investigations segment of this office requires complete mail room and TWX facilities directed by the DD(IOS) to handle communications between the IOS component and the field offices. Several years ago, in order to eliminate duplication I transferred the relatively small Registry function of the office (which did not include the investigative mail) to the much larger mail room of the DD(IOS). This arrangement has worked satisfactorily, efficiently, and economically. I believe it would be a mistake to again separate those functions or to take the entire function out from under the responsibility of the DD(IOS) and place it in my immediate office.

(2) Locating the function of receiving, logging, and distributing cables and dispatches (Ref. 5-b) presents greater problems. This function is now located in the Foreign Support Staff under the DD(PPS) to whom I have delegated responsibility for monitoring the activities of eighty-nine security officers assigned outside the Office of Security. The difficulty in locating the function for the receipt, logging and distribution of cables and dispatches elsewhere than in the unit which monitors the activities of the outside security officers, arises because of the need for immediate access to cryptonym files, referenced cables, and their logs. A separation of these two functions will make for an increase of personnel. However, I am studying this problem further and shall reach a definite solution as soon as possible. Pending this decision, the Foreign Support Staff will function as heretofore, except that I have directed the immediate transfer from it of all administrative responsibilities concerning security personnel assigned outside the Office of Security.

SUGGESTION No. 2: "All purely administrative and support-type activities be given to the Administrative and Training Staff."

a. I concur. I have directed that all purely administrative and support-type activities heretofore performed by the Coordination and Review Staff and by the Foreign Support Staff be transferred to the Administration and Training Staff. The Executive Officer does not perform any such work.

SUGGESTION No. 3: "The two-deputy concept be continued."

a. I concur.

SUGGESTION No. 4: "The Interrogation Research Division be given staff status, reporting directly to the Director of Security."

a. I cannot agree that this Division should be changed to a Staff. I consider it to be an integral part of the investigative, appraisal and clearance functions properly located under the jurisdiction of the DD(PPS). Its increasing support activities for DD/P are no different than the support activities in other functions such as technical security and physical security under the DD(PPS) and the operational support function under the DD(IOS).

SUGGESTION No. 5: "The Technical Branch be given division status."

a. I concur.

SUGGESTION No. 6: "The Requirements Section be eliminated and the responsibilities transferred to the Investigations Branch."

a. This is another transfer of functions problem which is not as simple as it might first appear. There are serious objections due to procedural problems which go deeper than the simple establishment of investigative requirements of overt personnel. The review for this purpose also accomplishes other responsibilities in the Clearance Branch which make the separation of the requirements review function questionable. This matter will be given further study and a definite decision will be deferred for about six months.

SUGGESTION No. 7: "The Security Support Division be reorganized into two divisions, namely the Investigations Division and the Operational Support Division."

a. I concur.

SUGGESTION No. 8: "Organizationally, the field offices be shown as reporting directly to the Director of Security."

a. The true line of command between the Director of Security and the field offices is through the DD (IOS). To show it otherwise on the organization chart would convey an erroneous impression. I do not agree that it should be changed.

3. In conclusion, I should like to express my appreciation to you and to [REDACTED] for the very able assistance which has been given me in bringing the matters discussed above to my attention.

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SIGNED

Sheffield Edwards
Director of Security

Attachment